CITY OF NEWTON

IN BOARD OF ALDERMEN

FINANCE COMMITTEE AGENDA

MONDAY, FEBRUARY 8, 2010

7 PM PLEASE NOTE EARLY START

Room 222

Chairman's Note: Chris Rogers, CPA, Sullivan, Rogers & Co., LLC will join the Committee to discuss the financial management letter (#269-09) at approximately 8:15 PM. In addition, the Comptroller will provide information on the attached FY 2010 Mid-Year Revenue Status Report.

ITEMS SCHEDULED FOR DISCUSSION:

- #422-09 MAYOR-ELECT WARREN requesting to create two full time positions in the Executive Department: a Performance Analyst (H09) and a Budget Analyst (H06) for seventy-seven thousand six hundred thirty-four dollars (\$77,634) from wage reserve to fund these two positions for the second half of this fiscal year. [12/15/09 @ 4:05 PM]
- NOTE: See attached letter from the His Honor the Mayor requesting an amendment to the item.
- #26-10 HIS HONOR THE MAYOR requesting a transfer of twenty-five thousand dollars (\$25,000) from the severance budget in the Human Resources Department to the Executive Department for the purpose of covering current year severance expenses. [01/12/10 @ 4:50 PM]
- #34-10 <u>HIS HONOR THE MAYOR</u> requesting acceptance of and authorization to expend a grant of two thousand eight hundred eighty-nine dollars (\$2,889) from the Massachusetts Department of Industrial Accidents, Office of Safety to be used to fund "Proper Body Mechanics—A training program for the Newton Free Library". [01/26/10 @ 11:48 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#36-10 <u>HIS HONOR THE MAYOR</u> requesting authorization to appropriate and expend twenty-five thousand five hundred forty-two dollars (\$25,542) from an insurance company payment for the purpose of repairing damage caused by an auto accident to the War Memorial located at the Newton Highlands Playground. [01/26/10 @ 11:48 AM]

PROG & SERV APPROVED 7-0 (Linsky not voting) on 02/03/10

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#37-10 <u>HIS HONOR THE MAYOR</u> requesting a transfer of funds in the amount of thirty thousand dollars (\$30,000) for the purpose of supplementing the FY'10 budget for veteran's benefits as follows:

From:	Veteran Services Salaries	\$13,000			
	Veteran Services Employee Benefits	\$3,000			
	Budget Reserve	\$14,000			
To:	Veteran Services Expenses (Veteran Benefits)	\$30,000			
[01/26/10 @ 11:48 AM]					

PROG & SERV APPROVED 7-0 (Linsky not voting) on 02/03/10

#269-09 <u>COMPTROLLER</u> submitting FY2009 Budgetary Basis Annual Financial Report. [09/01/09 @ 4:45 PM]

REFERRED TO PUBLIC FACILITIES AND FINANCE COMMITTEES

#39-10 <u>HIS HONOR THE MAYOR</u> requesting authorization to appropriate and expend ninety thousand dollars (\$90,000) from parking meter receipts for the purpose of purchasing 450 programmable parking meter mechanisms. [01/26/10 @ 6:11 PM]

PUBLIC FACILITIES APPROVED 4-2 (Albright and Lennon opposed) on 02/03/10

#35-10 <u>HIS HONOR THE MAYOR</u> requesting authorization for the Comptroller of Accounts to allocate investment income associated with tuition revenue collected in the Community Education Revolving Fund to Newton Community Education. [01/26/10 @ 11:48 AM]

ITEMS NOT SCHEDULED FOR DISCUSSION:

REFERRED TO CMTE ON COMM PRES, PUB. FAC, AND FIN COMMITTEES

#41-10 THE COMMUNITY PRESERVATION COMMITTEE recommending that the sum of \$569,000, including \$1,000 for City of Newton legal costs, be appropriated from the FY10 historic resources, open space, and general reserves of the Community Preservation Fund to be expended under the direction and control of the Public Buildings Department for the purpose of rehabilitating the interior of the barn at Angino Farm. [01/25/10 @ 2:22 PM]

REFERRED TO CMTE ON COMMUNTY PRES AND FINANCE COMMITTEES

#40-10 THE COMMUNITY PRESERVATION COMMITTEE recommending that the sum of \$37,045, including \$500 for City of Newton legal costs, be appropriated from the FY10 historic resources and general reserves of the Community Preservation Fund to be expended under the direction and control of the Newton Free Library, for the purpose of preserving and providing improved public access to certain archival materials held by the Library, City Clerk, and Jackson Homestead/Newton History Museum. [01/25/10 @ 2:22 PM]

REFERRED TO PUBLIC FACILITIES AND FINANCE COMMITTEES

- #38-10 <u>HIS HONOR THE MAYOR</u> requesting authorization to appropriate and expend five hundred thousand dollars (\$500,000) in State Capital Bond Bill funds for the purpose of capital repairs to the Lower Falls Community Center. [01/26/10 @ 11:48 AM]
- #33-10 <u>HIS HONOR THE MAYOR</u> reappointing JAMES REARDON as TREASURER/COLLECTOR of the City of Newton, effective immediately, pursuant to Sections 3-3(b) of the City Charter (90 days: 4/5/10). [01/05/10 @ 3:36 PM]

REFERRED TO COMM. ON COMM. PRES. AND FINANCE COMMITTEES

- #28-10 COMMUNITY PRESERVATION COMMITTEE recommending that the sum of \$362,500, including \$2,500 for City of Newton legal costs, be appropriated from the fiscal 2010 community housing and general reserves of the Community Preservation Fund and expended under the direction and control of the Planning and Development Department, to create two units of perpetually affordable rental housing at 2148-2150 Commonwealth Avenue. [01/11/10 @ 4:23 pm]
- #207-07(5) <u>ALD. FREEDMAN AND JOHNSON</u> proposing that the city's Financial Management Guidelines adopted under Board Order #207-07 be amended to require that any proposed capital expenditure above a certain amount have a costbenefit or a return-on-investment analysis performed prior to approval by the Board of Aldermen. [12/21/09 @5:55 PM]

REFERRED TO ZONING & PLANNING AND FINANCE COMMITTEES

#391-09(2) <u>ALD. DANBERG, MANSFIELD, VANCE & HESS-MAHAN</u> requesting the establishment of a municipal parking mitigation fund whose proceeds, derived from payments-in-lieu of providing off-street parking spaces associated with special permits, will be used solely for expenses related to adding to the supply of municipal parking spaces, improving existing municipal parking spaces, or reducing the demand for parking spaces.

REFERRED TO FINANCE AND APPROPRIATE COMMITTEES

#376-09 <u>HIS HONOR THE MAYOR</u> submitting the FY11-15 Capital Improvement Program, totaling \$140,377,285 and the FY10 Supplemental Capital budget, which require Board of Aldermen approval to finance new capital projects over the next five years.

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#363-09 <u>ALD. SANGIOLO</u> requesting a discussion to increase the tobacco seller license fee. [09/13/09 @ 1:07 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#360-09(2) PROGRAM & SERVICES COMMITTEE requesting a discussion to explore possible sources of revenue to fund an off leash dog park system in the City. [11/06/09 @ 10:44 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#358-09 <u>HIS HONOR THE MAYOR</u> requesting authorization to appropriate and expend fifty five thousand dollars (\$55,000) from tax revenue from the local option meals tax to restore funding to the Senior Transportation Program. [10/09/09 @ 5:25 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#130-09 HIS HONOR THE MAYOR requesting authorization to appropriate and expend from Cable Receipts the sum of twenty-four thousand nine hundred eighteen dollars (\$24,918) for the purpose of purchasing equipment to provide for archived web casting of the Board of Aldermen and School Committee meetings. [4/28/09 @ 6:02 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#87-09 <u>ALD. SANGIOLO, BRANDEL, FREEDMAN AND HESS-MAHAN</u> requesting a Home Rule Petition to allow the City of Newton to require elected officials to contribute a higher percentage rate for health insurance benefits than is required for other employee groups. [03-10-09 @ 9:17 AM]

PROGRAM & SERVICES APPROVED 5-1-1 (Baker opposed; Merrill abstaining; Parker not voting) on 4/15/09

REFERRED TO PS&T, PUBLIC FACILITIES & FINANCE COMMITTEES

#60-09 <u>ALD. SANGIOLO, GENTILE AND HARNEY</u> requesting the installation of traffic islands on CONCORD STREET to be funded with the Cabot, Cabot and Forbes Traffic Mitigation Fund for Lower Falls (Ward 4). [02/03/09 @1:01 PM]

ITEM RECOMMITTED TO PUB. FAC. AND FINANCE COMM. ON 02-17-09 REFERRED TO PUBLIC FACILITIES AND FINANCE COMMITTEES

- #13-09 <u>HIS HONOR THE MAYOR</u> requesting authorization to appropriate and expend three hundred eighty-five thousand dollars (\$385,000) from bonded indebtedness to the Public Works Department for the purpose of replacing both the salt shed and the Quonset hut at Crafts Street. [12-30-08 @ 5:04 PM]
- #354-08 <u>ALD. COLETTI</u> requesting monthly report on cash and receivable reconciliations by Treasurer and status of Consultant work in Treasurer's Office. [09-30-08 @ 1:54 PM]
- #352-08 <u>ALD. COLETTI</u> requesting discussion monthly reports from the Chief Budget Officer and Comptroller on the status of the Health Insurance Trust Fund. [09-30-08 @ 1:54 PM]
- #348-08 <u>ALD. COLETTI</u> requesting discussion on the Executive Department submission of a new 5-year forecast for FY2010 budget preparation. [09-30-08 @ 1:54 PM]

REFERRED TO POST AUDIT & OVERSIGHT AND FINANCE COMMITTEES

#300-08 <u>ALD. JOHNSON AND SWISTON</u> requesting discussion with Mayor David Cohen and Superintendent Jeffrey Young as to the procedures that are in place to ensure accountability of their staff in respect to adherence to the authorization of purchasing and expenditures policy and procedures. [07-21-08 @ 9:03 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#274-08 <u>ALD. JOHNSON AND SANGIOLO</u> proposing a RESOLUTION to His Honor the Mayor requesting that he create a plan to move the Child Care Commission to a self-sustaining model for FY2010. [07-17-08 @ 9:53 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#273-08 <u>ALD. JOHNSON</u> proposing a RESOLUTION to His Honor the Mayor requesting that the Executive and Human Resources Departments develop a comprehensive human capital strategy for the city to include: performance management, talent development, succession planning, and compensation. [07-17-08 @ 9:53 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#272-08 <u>ALD. JOHNSON</u> proposing a RESOLUTION to His Honor the Mayor that he work with the Board of Aldermen, School Department, and School Committee in order to determine the most effective and efficient way to organize the Human Resources Departments. [07-17-08 @ 9:53 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#270-08

ALD. JOHNSON proposing a RESOLUTION to His Honor the Mayor requesting that he work with the Board of Aldermen, School Department, and School Committee in order to determine the most effective and efficient way to organize the Information Technology Departments. [07-17-08 @ 9:53 AM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#258-08 <u>ALD. SANGIOLO</u> requesting discussion with the Executive Department regarding reorganization of senior transportation services and establishment of intra-village transportation systems. [07-08-08 @ 1:29 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#207-08 <u>ALD. BRANDEL AND SANGIOLO</u> proposing that the following question be put before the Newton voters:

"Shall the City of Newton be allowed to exempt from the provisions of Proposition 2 ½ the amounts required to pay for the bond issuance in order to fund Newton North High School?" [05-21-08 @ 12:58 PM]

REFERRED TO COMM. PRES., PUB FAC & FINANCE COMMITTEES

#147-08

COMMUNITY PRESERVATION COMMITTEE recommending that the sum of \$359,400, including \$2,000 for legal costs, be appropriated from the FY'08 Community Preservation Fund's historic resources and general reserves, for a project to rehabilitate and expand storage space for the research library and archives at the Newton History Museum, to preserve the existing collections, and enhance public access to the collections. [04-01-08 @ 4:10 PM]

COMMUNITY PRESERVATION APPROVED 6-0 on 4-29-08 (A) DESIGN FUNDS ESTIMATE \$37,500.00 – BOA APPROVED ON 07/21/08

(B) BALANCE OF PROJECT ESTIMATE \$321,900.00 – HELD

REFERRED TO PROG. & SERV., PUB.FAC. AND FINANCE COMMITTEES

#89-08 <u>ALD. PARKER</u> requesting the following:

- A) review of the maintenance practices for buildings, parks and other properties owned by the City (including School Department facilities and grounds)
- B) development of a comprehensive maintenance plan that includes regular schedules for preventive maintenance for each specific site or facility
- C) a RESOLUTION requesting that implementation of said maintenance plan be funded using operating budget funds.

 [02-13-08 @ 12:07 PM]
- #207-07(4) <u>ALD. COLETTI</u> proposing that the city's Financial Management Guidelines adopted under board order #207-07 be amended to allow the adjustment of self-funded health insurance plan rates in the event that rates and any accumulated excess resources not meet actual resource requirements. [7-2-08 @12:12 PM]
- #207-07(2) <u>ALD. COLETTI</u> proposing that the city's Financial Management Guidelines adopted under board order #207-07 be amended, effective FY10, as follows:
 - (A) total resources devoted to all forms of employee compensation shall not exceed the estimated growth in total general fund revenue for the following fiscal year;
 - (B) funds for salary and wage adjustments shall not exceed the difference between total estimated revenue growth and resources needed to fund growth in health/dental and life insurance benefits and growth in the actuarial required contribution for the city's retirement system for each fiscal year;
 - (C) if collective bargaining contracts are not resolved at the time of budget submission, funds budgeted for such contracts shall be held in "municipal and compensation" reserve. [7-2-08 @12:12 PM]

REFERRED TO PROGRAMS AND SERVICES AND FINANCE COMMITTEES

#83-07

ALD. YATES requesting that the City of Newton take all possible steps to persuade the General Court to adopt the proportion of Governors Municipal Partnership that would allow the City to reduce employee health insurance costs by joining the Group Insurance Commission. [02-27-07 @ 10:21 PM]

REFERRED TO PROGRAMS & SERVICES AND FINANCE COMMITTEES

#245-06

ALD. JOHNSON AND HESS-MAHAN requesting an amendment to the City Charter to require the Mayor annually to prepare and submit to the Board of Aldermen a long-term financial forecast of anticipated revenue, expenditures and the general financial condition of the City, including, but not limited to identification of any factors which will affect the financial condition of the City; projected revenue and expenditure trends; potential sources of new or expanded revenues; anticipated municipal needs likely to require major expenditures; and a strategic plan for meeting anticipated municipal needs, to include, but not be limited to, any long or short-term actions that may be taken to enhance the financial condition of the City.

REFERRED TO ZONING & PLANNING AND FINANCE COMMITTEES

- #48-06 ALD. HESS-MAHAN, BURG, JOHNSON, DANBERG, PARKER & WEISBUCH proposing that the city provide financial incentives to rent accessory apartments to low- to moderate-income households at affordable rates that can serve housing affordability goals.
- #29-06

 ALD. JOHNSON AND PARKER requesting creation of a Citizen
 Financial Advisory Committee to work with city officials and staff to facilitate
 bench markers, strategic planning, and other initiatives to improve the financial
 operation of the City.

 (President's Note: While not formally referred to the Long Range Planning)

(President's Note: While not formally referred to the Long Range Planning Committee, this item might usefully be discussed there in light of prior discussions of similar issues.)

Respectfully Submitted,

Leonard J. Gentile, Chairman





David B. Cohen Mayor

City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100 Telefax (617) 796-1113 TDD(617) 796-1089 E-mail

dcohen@newtonma.gov

#422-09

December 15, 2009

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

At the request of Mayor-elect Warren, I write to request that your Honorable Board docket for consideration a request to create two full time positions in the Executive Department. These two positions, a Performance Analyst (H09) and a Budget Analyst (H06) were in my original budget request. I further request that you appropriate \$77,634 from wage reserve to fund these two positions for the second half of this fiscal year.

Salaries	\$62,272
Benefits	\$15,362
Total	\$77,634

Thank you for your consideration of this matter.

Very truly yours,

David B. Cohen

Mayor

DBC: srb

FROM: WAYE RESERVE 77,634

MAYOR'S OFFICE SALAVIES To:

0//030/1009 Commonwealth Avenue Newton, Massachusetts 02459

FVIALE BENEFITS WWW.ci.newton.ma.us & DEDICATED TO COMMUNITY EXCELLENCE

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City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100

Facsimile (617) 796-1113

TDD/TTY (617) 796-1089

E-mail swarren@newtonma.gov

February 5, 2010

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459 CITY CLERK EWTON, MA. 02159

Ladies and Gentlemen:

I write to amend a request that was submitted to your Honorable Board on December 15, 2009, Docket Item #422-09.

The original request was to create two full time positions in the Executive Department: a Performance Analyst (H09) and a Budget Analyst (H06) and sought funding in the amount of \$77,634. When the Fiscal Year 2010 budget was adopted last May, funding in the amount of \$138,268 was set aside in the City's wage reserve for creation of these two positions with the understanding that its use should be directed by the City's new mayor.

Today, I request that you appropriate the full \$138,268 from the City's wage reserve to fund the salary and benefits for two positions; a Performance Management Director (H-13) and a Performance Management Analyst (H-04). In addition to allowing me to fund these positions for the remainder of the year, it will allow me to meet the obligations of the City's severance and vacation pay policies as they relate to the Executive Department.

Thank you for your consideration of this matter.

Very truly yours.

Setti D. Warren

Mayor



David B. Cohen Mayor

City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100 Telefax (617) 796-1113 TDD (617) 796-1089 E-mail dcohen@newtonma.gov

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to your Honorable Board with amendments to the Fiscal Year 2010.

- 1. Transfer the responsibility for the new Branch Library Reuse Revolving Fund from the Board of Library Trustees to the Public Building Department. This was discussed with both the Programs and Services Committee and Public Facilities Committee during the budget discussion for these respective departments.
- 2. Increase the Expenses in the Mayor's office by \$17,000 to cover the cost of the city's membership in the Massachusetts Municipal Association (MMA). The MMA has be an invaluable source of timely information, especially during these turbulent times. They are also a valued partner when advocating for the interests of all local governments. MMA membership has been paid from the Executive department budget but was inadvertently omitted in this year's budget preparation.
- 3. Increase the appropriation for budget reserve by \$138,268 to \$888,268.
- 4. Correct the title of the New Position in the Police Department. This position, listed in 0120111 - Communications, entitled Telecom Trainer/Manager should be listed in 0120113 - Research/Planning and be entitled Crime Analyst

Thank you for your consideration of these matters.

Very truly yours,

May 14, 2009

David B. Cohen

Mayor

DBC: srb

1000 Commonwealth Avenue Newton, Massachusetts 02459

www.ci.newton.ma.us



DEDICATED TO COMMUNITY EXCELLENCE

CITY OF NEWTON, MASSACHUSETTS FISCAL YEAR 2010 SCHEDULE OF APPROPRIATIONS Board order #70-09(3)

May 18, 2009

Comptroller's Office Comptroller 423,591 406,580 59, Purchasing/General Services Purchasing Agent 324,943 73,903 45, Assessing Department Assessing Director 990,818 40,000 178, Treasury/Collections/Parking Ticket Administration Treasuret/Collector 511,388 387,569 114, City Solicitor's Office/Judgments & Settlements City Solicitor 859,256 279,443 105, Human Resources Director Human Resources 603,645 107,174 213, Information Technology Dept. Information Technology Director 654,522 223,891 110, Elections Commission Exec. Secy Election Comm. 500,460 82,188 77, Licensing Admin. Director - Licensing - 1,896 Planning & Development Department Planning & Development. Director 841,546 29,057 124, Public Building Department Public Building Commissioner 1,460,745 687,365 274, Police Department Police Chief 13,699,796 799,775	e	Debt Service &	
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PERFORMANCE MANAGEMENT ANALYST

Setti Warren Administration

10 FEB -5. PN 4: CHTY ADERK NEWTON. WALERK

Newton recently elected Setti Warren on a platform of significant change. Voters determined that the city was headed in the wrong direction and needed the kind of executive leadership that Setti could provide.

During the course of the campaign, Setti spoke honestly and often about the need to implement a performance management and Citistat system like the one which has brought significant savings and better management discipline to Somerville, Baltimore and other cities around the nation. "We must put Newton's financial house in order by zero-basing our budget and eliminating duplication, waste and programs that don't work. I believe we can have a city that runs effectively and efficiently, that plans for the long term and embraces innovation wherever it can make us better. Implementing a performance management and NewStat program is essential to making this happen."

Mayor-elect Warren is looking for a Budget Analyst who supports this mission, will coordinate the data to support the budget and achieve savings as a part of the executive team and support change in Newton.

Essential Function:

The Performance Analyst, reporting directly to the Performance Manager, will assist with ongoing implementation and development of the NewStat performance management program that will monitor all aspects of City government to insure efficient use of City resources and foster high quality and timely delivery of services. Responsibilities will include preparing data for presentations, collection and analysis of key information on a range of city programs and services which will allow data-driven decision making that creates efficiencies and streamlines operations.

Relationships

Reports To Works Closely with

Performance Management Director
All Department Heads, Mayor, Executive Staff

Key Accountabilities

- Assist with the development and design of data bases.
- Securing and analyzing personnel, financial service and operations data from internal systems and external sources.
- Monitoring City departments in their service delivery, financial performance, and completion of projects and priorities established by the departments and the Mayor
- Validate reporting data through site visits and to gain a better understanding of operations

- Briefing the Performance Manager frequently on citywide problem areas or opportunities for improvement or innovation
- Preparing for, convening, and facilitating meetings with Department Heads and core management in varying departments
- Continuously updating a database of tasks assigned to staff throughout the City, updating department heads and the Mayor on open tasks at least weekly
- Developing presentations for meetings between Mayor, COO and department heads to review relevant data
- Analyzing financial performance, service delivery and completion of projects and priorities
- Assisting department heads in the identification of efficiencies
- Assisting CFO and department heads in the preparation of a performance-based annual operating budget
- Preparing detailed reports pertaining to discrepancies and amendments that occurred in the budget, during the entire financial year also forms an important part of budget analyst job description.

Required Skills

- Ability to establish and maintain effective working relationships with municipal officials,
 department heads, business officials, and the general public
- Ability to assist with the development and implementation of strategic goals, plans, and procedures for cost effective and transparent management of allocated resources.
- Ability to assess and prioritize multiple tasks, projects and demands.
- Utilizes technology to improve efficiency, effectiveness and transparency
- Exhibits excellent written and verbal communication skills that engages others and demonstrates active listening.

Education:

- Bachelor degree in finance, accounting, statistics or related field
- One year of experience in governmental budgetary and finance activities
- Or equivalent combination of education and experience



PERFORMANCE MANAGEMENT DIRECTOR

O FEB -FR PA 4: CITY ADERK EWTON, MERK 0.0215

Setti Warren Administration

Newton recently elected Setti Warren on a platform of significant change. Voters determined that the city was headed in the wrong direction and needed the kind of executive leadership that Setti could provide.

During the course of the campaign, Setti spoke honestly and often about the need to implement a performance management and Citistat system like the one which has brought significant savings and better management discipline to Somerville, Baltimore and other cities around the nation. "We must put Newton's financial house in order by zero-basing our budget and eliminating duplication, waste and programs that don't work. I believe we can have a city that runs effectively and efficiently, that plans for the long term and embraces innovation wherever it can make us better. Implementing a performance management and NewStat program is essential to making this happen."

Mayor-elect Warren is looking for a Director of Performance Management who can answer this call and work as a full partner in bringing change to Newton.

Essential Function:

The role of the Director of Performance Management is to fully implement and then administer the City's Performance Management and NewStat program. Such a system would involve the collection of key information on a range of city programs and services and allow data-driven decision making about what's working and not working. Director of Performance management would first have to work closely with Department Heads and residents to determine what measures are appropriate and how to collect and report relevant information. Once the system was in place, the Director would have responsibility for the integrity of the data, for the goal-setting process and for the reporting and discussion of results.

Relationships

Reports To
Works Closely with
Directly Supervises

COO

All Department Heads, Mayor, Executive Staff
Citizens' Assistance Officer, Performance Management Analyst

Key Accountabilities

- Implement a working performance management system and build support for its value/use throughout City hall
- Work closely with Department heads and community to identify appropriate measures of success and annual goals
- Oversee the collection and analysis of all relevant data

- Prepare for, convene and facilitate regular meetings between Mayor, COO and department heads to review relevant performance data
- Monitor service delivery, financial performance and completion of projects and priorities
- Assist department heads in the identification of improvement opportunities
- Assist the CFO and department heads in the preparation of a performance-based annual operating budget
- Oversee design and administration of regular resident and staff satisfaction surveys

Education:

- Bachelor degree
- MPA or MBA preferred

Minimum Work Experience:

- 6-8 years of management experience in performance management, process improvement, datadriven management, balanced scorecard work
- Municipal and/or government experience preferred
- Consulting experience a plus

Required Skills

- In-depth knowledge of performance management, process improvement and balanced scorecard
- Strong consulting and influence skills
- Experience effectively managing, leading, motivating and developing staff by delegating tasks and authority
- Is able to establish and maintain cooperative working relationships with others.
- Is able to develop and implement strategic goals, plans, and procedures for cost effective and transparent management of allocated resources.
- Is able to assess and prioritize multiple tasks, projects and demands.
- Uses technology to improve efficiency, effectiveness and transparency
- Excellent written and verbal communication skills that engages others and demonstrates active listening.

CITY OF NEWTON, MASSACHUSETTS MAYOR'S OFFICE STAFFING ANALYSIS

Fiscal Year 2010

		Annual	
Staffing Comparison		Salary	Severance
Mayor	David Cohen \$	97,500	ı ⇔
Mayor {1}	Setti Warren	97,500	I
Chief Administrative Officer	Sanford Pooler	130,568	45,197
Chief Operating Officer {1}	Bob Rooney	126,732	ı
Chief of Policy and Communications	Jeremy Solomon	102,826	23,729
Director of Community Relations {1}	Sarah Ecker	88,583	ı
Chief Budget Officer	Susan Burstein	102,826	20,961
Chief Financial Officer {2}	Vacant {1}	123,688	ı
Executive Assistant	Mary Morgan	67,743	25,273
Executive Assistant and Scheduler {1}	Megan Costello	45,178	ı
Citizens Assistance Officer	Maureen Grimaldi	73,840	25,560
Citizens Assistance Officer {1}	Aaron Goldman	54,168	ı
Performance Manager {2}	Vacant {1}	88,583	ı
Performance Analyst {2}	Vacant {1} \$	45,178	- ₩

Payroll Appropriation Forecast

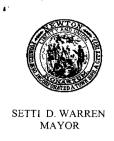
January 4 - June 30, 2010 new staff- Warren administration current staff {1}

March 29 - June 30, 2010 new staff - Warren administration {2}

Projected June 30, 2010 Salary appropriation balance

Wage reserve transfer needed to close projected appropriation gap (\$138,268 available)

\$ 579,248 (283,732)	(11,064) (140,720)	(202,909) (67,333) \$ (126,510)	\$ 126,510
		1 11	II.



City of Newton, Massachusetts Office of the Mayor

#26-10_{Telephone} (617) 796-1100

Facsimile (617) 796-1113 TDD/TTY (617) 796-1089

E-mail swarren@newtonma.gov

January 11, 2010

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to request that your Honorable Board docket for consideration a request to transfer twenty-five thousand dollars (\$25,000) from the severance budget in the Human Resources Department to the Executive Department for the purpose of covering current year severance expenses.

Thank you for your consideration of this matter.

Very truly yours,

Setti D. Warren Mayor

From: HR Salaries

0110901-515002

\$25,000

To:

Executive Salaries

0110301-515002

\$25,000

Mr. 15/2010

City of Newton, Massachusetts General Fund Salary and Wage Appropriation Forecast Executive and Human Resources Departments Fiscal Year 2010

		Budget	Period Exp	YTD Expense	Balance	Proj to 6/30	Projected Year End
EXECUTIVE	FULL TIME SALARIES	503,398.00	48,217.65	246,805.40	256,592.60	299,743.53	(43,150.93)
EXECUTIVE	LONGEVITY	1,150.00	1	575.00	575.00		575.00
EXECUTIVE	SEVERANCE PAY	1	ŀ	1	1	•	1
CITIZEN ASSISTANCE	FULL TIME SALARIES	74,125.00	7,100.00	36,352.00	37,773.00	53,647.32	(15,874.32)
CITIZEN ASSISTANCE	LONGEVITY	575.00	1	1	575.00	•	575.00
HUMAN RESOURCES	FULL TIME SALARIES	576,420.00	55,112.00	277,167.69	299,252.31	293,195.84	6,056.47
HUMAN RESOURCES	FULL TIME WAGES		1	1	ı	1	•
HUMAN RESOURCES	PART TIME > 20 HRS/WK	1	1	ı	,		i
HUMAN RESOURCES	LONGEVITY	2,225.00	1	2,225.00	,		
HUMAN RESOURCES	SEVERANCE PAY	25,000.00	1		25,000.00		25,000.00
HUMAN RESOURCES	BONUSES		1	ŀ			•
	The state of the s	THE PRINTE	00001130	07000000	20105024	A	STAND BOX S

CITY OF NEWTON, MASSACHUSETTS MAYOR'S OFFICE PAYROLL APPROPRIATION ANALYSIS Fiscal Year 2010

	1 15Cal 1 Cal 2010	Annual		Annual	
Staffing Comparison		Salary	Severance	Salary	
Mayor	David Cohen \$	97,500	,	ı	
Mayor {1}	Setti Warren	ı	1	97,500	
Chief Administrative Officer	Sanford Pooler	130,568	45,197	ı	
Chief Operating Officer {1}	Bob Rooney	ŀ	ı	126,732	
Chief of Policy and Communications	Jeremy Solomon	102,826	23,729	ı	
Directror of Community Relations {1}	Sarah Ecker	ſ	1	88,583	
Chief Budget Officer	Susan Burstein	102,826	20,961	ı	
Chief Financial Officer	Vacant {1}	1		123,688	
Executive Assistant	Mary Morgan	67,743	25,273	ı	
Executive Assistant and Scheduler {1}	Megan Costello	F	i	45,178	
Citizens Assistance Officer	Maureen Grimaldi	73,840	25,560	1	
Citizens Assistance Officer {1}	Aaron Goldman	1	ı	54,168	
Performance Manager	Vacant {1}	I .	,	88,583	
Performance Analyst	Vacant {1}	ı	₩	45,178	
Payroll Appropriation Forecast					
FY 2010 Salary appropriation			\$7 :	579,248	
Disbursed thru December 31, 2009				(283,732)	
Projected to June 30, 2010					
Week ended January 1, 2010-Cohen administration				(11,064)	
Severance costs -Cohen administration				(140,720)	
January 4 - June 30, 2010 new staff- Warren administration					
current staff {1}				(202,909)	
March 29 - June 30, 2010 new staff - Warren administration				(67,333)	
Projected June 30, 2010 Salary appropriation balance			→	(126,510)	
Wage reserve transfer needed to close projected appropriation	ų.				
gap (\$138,268 available)			97	\$ 126,510	



City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100

Facsimile (617) 796-1113

TDD/TTY (617) 796-1089

E-mail swarren@newtonma.gov

January 26, 2010

CITY CLERK NEWTON, MA. 02159

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to request that your Honorable Board docket for consideration a request to appropriate and expend a \$2,889.00 grant from the Massachusetts Department of Industrial Accidents, Office of Safety. The grant will fund "Proper Body Mechanics -- A training program for the Newton Free Library". The objectives of the grant include: assessing circulation of materials at the Library; training employees regarding proper body mechanics to reduce risk of injury, and increasing safety awareness.

Thank you for your consideration of this matter.

Very truly yours,

Setti D. Warren

Mayor

AUTHORIZATION TO SPEND ONLY
GRANT EXPENDITURE BUDGET WILL
NOT BE RECORDED UNTIL COMPTROLLER
RECEIVES GRANT AWARD LETTER

SDW: sce

1000 Commonwealth Avenue Newton, Massachusetts 02459

www.newtonma.gov

DEDICATED TO COMMUNITY EXCELLENCE



City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100 Facsimile (617) 796-1113 TDD/TTY (617) 796-1089

E-mail swarren@newtonma.gov

January 26, 2010

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to request that your Honorable Board docket for consideration a request to appropriate and expend \$25,542.00 to repair the War Memorial located at the Newton Highlands Playground. The damage was caused by an automobile accident and the City of Newton has received payment from the insurance company.

Thank you for your consideration of this matter.

Very truly yours,

Sett D. Warren

Mayor

From: Receipts Reserved

Damage Recoveries

14J108-5901

\$25,532

To:

Highlands War Memorial Repairs

C602057-52409

\$25,532

1000 Commonwealth Avenue Newton, Massachusetts 02459

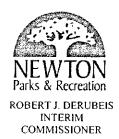
www.newtonma.gov

DEDICATED TO COMMUNITY EXCELLENCE



NEWTON PARKS AND RECREATION DEPARTMENT

70 Crescent Street, Newton, MA 02466 Office: (617) 796-1500 Fax: (617) 796-1512 TDD/TTY: (617) 796-1089



January 11, 2010

Honorable Mayor Setti D. Warren Newton City Hall 1000 Commonwealth Avenue Newton, Mass. 02459

Dear Mayor Warren:

I am writing to respectfully request that you docket with the Honorable Board of Alderman for consideration a request to appropriate and expend \$25,532.00 to repair the War Memorial located at the Newton Highlands Playground. The damage was caused by an automobile accident and the City of Newton has received payment from the insurance company. A copy of the check is enclosed and has been deposited into account number 14J108-4810.

Sincerely,

Robert J. DeRubeis

Interim Parks & Recreation Commissioner

Cc: Robert Rooney, Chief Operating Officer Sarah Ecker, Interim Chief Financial Officer

Enclosure

0597 PO BOX 3038 LOWELL MA 01853

MetLife Auto & Home

MetLife Auto & Home is a brand of Metropolitan Property and Casualty Insurance Company and its Affiliates, Warwick, RI

0597

WBE727730 CITY OF NEWTON SUPERINTENTANT PARKS DEPT 1000 COMMONWEALTH AVENUE NEWTON, MA 02456

INSURED:

MIKHAIL MARGUL

CLAIMANT:

City o Newton

CHECK NUMBER:

002410617

CHECK AMOUNT:

\$25,532.00

Twenty five thousand five hundred thirty two and 00/100 Dollars

PAYMENT FOR PROPERTY DAMAGE FROM LOSS OF 07-13-09 NEWTON HIGHLANDS WAR MEMORIAL

ZC LP 0657318

MetLife Auto & Home

0894

62-20-311

PO BOX 3038

LOWELL

Citibank, N.A.

MA 01853

METROPOLITAN PROPERTY & CASUALTY INSURANCE COMPANY
PAYMENT FOR PROPERTY DAMAGE FHOM LOSS OF Check N

PAYMENT FOR PROPERTY DAMAGE FROM LOSS OF 07-13-09 NEWTON HIGHLANDS WAR MEMORIAL

TIN

WBE727730

Check Number 002410617

12-03-2009 Void Nine (9) Months

Twenty five thousand five hundred thirty two and 00/100 Dollars

Pay to the Order of:

CITY OF NEWTON SUPERINTENTANT PARKS DEPT 1000 COMMONWEALTH AVENUE NEWTON, MA 02456 Atter This Date
Amount
******\$25,532.00

ALTHORIZED SIGNATURE

One Penns Way New Castle, DE 19720



NEWTON MEMORIAL ART COMPANY, INC.

September 28, 2009

City of Newton
Mr. David Mandatori
Superintendent Parks Department
Newton, MA

Dear Mr. Mandatori,

The following is the quote you requested to replace the damaged NEWTON HIGHLANDS WAR MEMORIAL.

Cost of Stone Memorial	\$21,900.00
Freight cost	\$500.00
Labor for Setting of Memorial	\$2800.00
Sales Tax	1,575.00 *
Total	\$26,775.00

*(If tax exempt please supply tax exempt certificate and deduct sales tax from cost.)

PLEASE NOTE THE FOLLOWING;

.....City of Newton to transport and discard damaged memorial.
.....City of Newton to supply Police Detail on day of installation for Automobile/pedestrian traffic.
.....Schedule to be mutually agreed upon.

Thank you and should you have any questions, please feel free to call.

Sincerely yours,

Charles Spittel



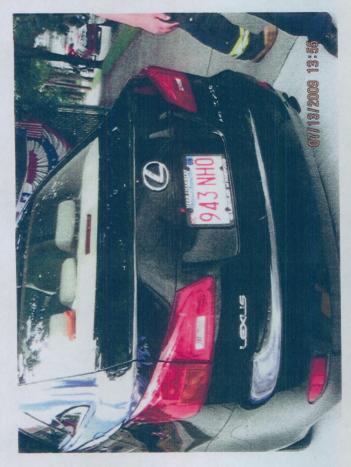




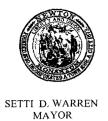












City of Newton, Massachusetts Office of the Mayor

#37-10 Telephone (617) 796-1100

> Facsimile (617) 796-1113 TDD/TTY (617) 796-1089

E-mail swarren@newtonma.gov

January 26, 2010

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to request that your Honorable Board docket for consideration a request to appropriate \$30,000 for the purpose of supplementing the FY10 appropriation for veterans' benefits. I propose that the request be funded as follows:

Transfer from Department of Veterans' Services - Salaries	\$13,000
Transfer from Department of Veterans' Services – Benefits	3,000
Transfer from Budget Reserve	14,000

Total \$30,000

The City of Newton of provides benefits to eligible veterans under criteria established by state law. The payment of these benefits is mandatory. The City receives reimbursement of 75% of those payments from the State in the fiscal year following payment.

Salary and benefit funds are available for transfer within the Department of Veterans' Services budget due to a vacancy at the start of the fiscal year.

The payments the Veterans' Agent authorizes fluctuate each year, depending on how many veterans apply. Year to date approved requests have been averaging \$4000 per month due to difficult economic times. This request is an estimate of what will be necessary for the balance of FY10.

Thank you for your consideration of this matter.

Setti D. Warren

Mayor

From: Budget Reserve

0110498-5790 \$14,000

Veterans Salaries

0150301-511001 \$13,000

Veterans Fringes

0150301-57HLTH \$ 3,000

SDW: sce

1000 Commonwealth Avenue New

To: Veterans Expenses

0150301-5709

\$30,000

DEDICATED TO COMMUN

www.newtonm

DATE: 01/27/2010 TIME: 12:07:15 PAGE NUMBER:

BUDSTAT1

1

CITY OF NEWTON, MASSACHUSETTS BUDGET CONTROL STATUS

SELECTION CRITERIA: expbudgt.key_orgn='0150301'

ACCOUNTING PERIOD: 7/10

			PERIOD	ENCUMBRANCES	YEAR TO DATE	AVAILABLE	YTD/
ACCOUNT	TITLE	BUDGET	EXPENDITURES	OUTSTANDING	ENC + EXP	BALANCE	BUD
BUDGET (CODE - 0150301 - VETERAN SERVI	CES				-	
				•			
511001 514001	FULL TIME SALARIES LONGEVITY	135,576.00 1,300.00	10,388.84 .00	13,000.00 .00	76,757.36 .00	58,818.64 1,300.00	56.62
314001			.00	. 00	.00	1,300.00	.00
514399 515102	OTHER SPECIAL COMP CLEANING ALLOWANCE	3,282.00 500.00	251.52 .00	.00	1,86 1.2 5 5 00.00	1,420.75	56.71 100.00
	-			.00	300.00	.00	100.00
5210 5230	ELECTRICITY WATER & SEWER SERVICES	.00 100.00	.00 25.00	.00	.00 47.04	.00 52.96	.00 47.04
					47.04	52.96	47.04
52401 53401	OFFICE EQUIPMENT R-M TELEPHONE	634.00 400.00	.00 12.75	.00	408.00 77.08	226.00 322.92	64.35 19.27
					77.00	322.92	19.27
5341 5342	POSTAGE PRINTING	256.00 200.00	10.36 31.65	.00	69.54 83.05	186.46 116.95	27.16 41.53
	•		31.03	.00	63.03	110.95	41.53
5420 5594	OFFICE SUPPLIES FLAGS & BUNTINGS	610.00 3,500.00	.00	.00	321.24 .00	288.76 3,500.00	52.66 .00
		•				3,300.00	.00
5709 5710	VETERAN BENEFITS VEHICLE USE REIMBURSEMENT	30,000.00 400.00	2,678.00 .00	.00	29,603.28	396.72 400.00	98.68 .00
	-					400.00	.00
5711 5730	IN-STATE CONFERENCES DUES & SUBSCRIPTIONS	880.00 95.00	.00	.00	.00 85.00	880.00 10.00	.00 89.47
							03.47
5782 57DENTAL	PARADES & EVENTS L DENTAL INSURANCE	10,200.00 296.00	.00 39.56	.00	.00 205.05	10,200.00 90.95	.00 69.27
57 HLTH 57 L IFE	HEALTH INSURANCE BASIC LIFE INSURANCE	19,803.00 57.00	1,558.80 9.44	3,000.00	10,951.63 42.48	8,851.37 14.52	55.30 74.53
E TMPD 3	WEDTONDE DANDOLL MAY	1 101 00					
57MEDA	MEDICARE PAYROLL TAX	1,191.00	85.28	.00	388.90	802.10	32.65
TOTAL	VETERAN SERVICES	209,280.00	15,091.20	16,000.00	121,400.90	97 970 10	E0 03
LUIAL	PERSONAL DERVICES	209,200.00	13,031.20	10,000.00	121,400.90	87,879.10	58.01
TOTAL R	EPORT	209,280.00	15,091.20	16,000.00	121,400.90	87,879.10	58.01
LOINE R		205,200.00	13,031.20	10,000.00	121,400.50	01,019.10	58.UI

CITY OF NEWTON, MASSACHUSETTS GENERAL FUND BUDGET RESERVE STATUS REPORT

January 29, 2010

#37-10

FY 2010 Original Budget Reserve Appropriation:

750,000

Supplemental Budget Reserve Appropriation:

Total Budget Reserve Appropriation 750,000

	Budget Reserve Appropriations (transfers):	
#205-09	Retirement Board salaries	(2,621)
#204-09	Legal settlement-DPW vehicle accident	(5,953)
#286-09	Library overtime	(15,000)
#300-09	Legal settlement: Geary vs City of Newton	(150,000)
#369-09	Legal settlement - sewer claim	(9,982)
#371-09	Military leave compensation - (2) firefighters	(34,305)
#398-09	Public bldg department position upgrade	(3,691)
#387-09	US Senate special elections	(129,800)
	Year to date appropriations (transfers)	(351,352)

Pending Budget Appropriations:

Banking services		(30,000)
Federal grants audit		(9,200)
Labor counsel supplemental funding		(100,000)
Unemployment compensation supplamental funding		(125,000)
Veteran benefits supplemental funding		(14,000)
Legal settlement - sewer backup		(10,000)
Pending appropriations		(288,200)
Unobligated Budget Reserve account balance	\$	110,448
Chooligated Budget Reserve account balance	₩	110,770



Office of the Mayor

10 JAN 26 PM 6:11

NEWTON, MA. 02159

(617) 796-1100 Facsimile (617) 796-1113 TDD/TTY

#39-10 Telephone

(617) 796-1089

E-mail
swarren@newtonma.gov

January 26, 2010

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to request that your Honorable Board docket for consideration a request to appropriate \$90,000 from parking meter receipts for the purchase of 450 programmable parking meter mechanisms. Installation of the new mechanisms will enable full implementation of the new hourly parking meter rates approved by the Honorable Board in December 2009.

Last week DPW learned that approximately 25% of the City's meters cannot be reprogrammed due to their age of 15 years or more. Meters that could be reprogrammed are now charging the new rate, while the older meters are charging the old rate.

Installation of the new mechanisms is expected pay for itself within a few months. Each meter will generate an average of an additional \$9.00 per week, and, at a cost of \$200 per meter mechanism, the full cost will be recovered in 22 weeks.

Thank you for your consideration of this matter.

Very traily yours

Settl D. Warren

Mayor

From: Parking Meter Receipts

14D401-5901 \$90,000

To: Replacement Parking Meters

C401067-5822 \$90,000

01/27/140

. Massachusetts 02459

www.newtonma.gov

DEDICATED TO COMMUNITY EXCELLENCE

City of Newton



Setti D. Warren Mayor

DEPARTMENT OF PUBLIC WORKS

OFFICE OF THE COMMISSIONER 1000 Commonwealth Avenue Newton Centre, MA 02459-1449

To:

Mayor Setti D. Warren

From:

Thomas E. Daley, P.E. / Commissioner of Public Works

Clint Schuckel / Associate City Engineer-Transportation

Date:

January 26, 2010

Subject:

Request for Appropriation from Parking Meter Receipts

I am writing to request an appropriation of \$ 90,000 from parking meter receipts for the purchase of 450 programmable parking meter mechanisms to enable implementation of the new hourly rates approved by the Board of Aldermen in December 2009. During the week of January 18, a DPW contractor visited each of the City's 1,730 parking meters and identified the meters which could not be reprogrammed due to their age of 15 years or more. Meters that could be reprogrammed are now charging the current rate, while 450 meters (about 25% of the total) remain at the old rate. Installation of these meters will pay for itself in a few months as follows:

- Charging the current rate adds up to \$ 2.50 per day, per meter of added revenue. (rates increased 25 cents/hour, 10 hours of enforcement per day, 8:00 a.m. to 6:00 p.m.)
- A conservative estimate of average revenue increase is \$1.50 per day, per meter (for 6 out of 10 hours each day the space is occupied and the meter fee is paid).
- Fees are charged six days a week except for holidays, so average increase is \$9.00/week.
- At \$200 per meter mechanism, the payback time is 22 weeks, or about 5 months.

Another way to look at this request is fact that we are "losing" about \$4,000 each week (450 meters times \$9.00 per meter, per week) by having 25% of our parking meters still charging the old rates. A third perspective is that citywide, the December 2009 rate increase is expected to bring in at least another \$ 360,000 in annual parking meter revenue, so this appropriation request represents about the first three months of projected revenue.

According to the Comptroller, the total balance in parking meter revenue fund accounts as of December 31, 2009 is \$1,125,815. It is anticipated that \$1.0 million of this amount will be transferred this coming spring to the general fund for fiscal year 2011. That

Telephone: (617) 796-1009 Fax: (617) 796-1050

leaves \$125,815 cash in hand to use as of January 1, which does not include ~\$100,000/month in ongoing monthly receipts from January 1 to present. This revenue is anticipated to increase to ~\$130,000/month after all parking meters are charging the current hourly rates.

I hope this information is helpful. Please contact myself or Clint Schuckel. if you have any questions.

Cc:

- R. Rooney / Chief Operations Officer
- S. Ecker / Chief Financial Officer
- D. Turocy / Dep. Comm. of P.W.
- L. Taverna / City Engineer
- K. Griffey / Dir. of Admin.
- R. Ferrara / Chief of Budget and Finance

Telephone: (617) 796-1009

Fax: (617) 796-1050

tdaley@newtonma.gov



City of Newton, Massachusetts Office of the Mayor

#35-10 Telephone (617) 796-1100

> Facsimile (617) 796-1113 TDD/TTY

> > (617) 796-1089

E-mail swarren@newtonma.gov

January 26, 2010

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Ladies and Gentlemen:

I write to request that your Honorable Board docket for consideration a request from the Newton Community Education (NCE) commission that investment income associated with tuition revenue collected in the Community Education revolving fund be credited to Newton Community Education, effective July 1, 2009.

NCE deposits credit card charges for tuition revenue in a revolving account. The City receives the funds within 24 hours of processing, but NCE cannot access the funds until processing by the Newton Public Schools accounting office and the City Treasurer's office is complete.

This authorization will permit NCE to receive the interest income earned by its revolving fund.

Thank you for your consideration of this matter.

Setti D.

Mayor

SDW: sce

1000 Commonwealth Avenue Newton, Massachusetts 02459 www.newtonma.gov

DEDICATED TO COMMUNITY EXCELLENCE

435-10

From:

♠ Carmella Mack

W

Subject:

To Whom It May Concern

To:

City Clerk's Office, Mayor Warren, David Wilkinson

Cc:

For the Docket on December 29th.

Please prepare the enclosed letter for the Full Board Meeting on January 4th.

THANK YOU

Carmella Mack, Administrative Assistant Newton Community Education 617-559-6716

EMAIL: Carmella_Mack@newton.K12.ma.us

O9 DEC 23 PM 12: 35
CITY-CLERK
DE WITHN, MA 02159



Newton Community Education

A Program of the Newton Public Schools 140 Brandeis Road Newton Center, MA 02459

Phone: 617-559-6710

Ed Hauben Director

December 21, 2009

The Honorable David B. Cohen, Mayor of Newton The Newton Board of Aldermen

I am writing at the suggestion of David Wilkinson, Comptroller, to request that you authorize him to credit investment income from the Newton Community Education revolving fund to Newton Community Education, effective July 1, 2009. The Newton Community Education (NCE) commission deposits credit-card charges for tuition revenue through a revolving account. Although the City receives these funds within 24 hours of our credit card processing, it can take up to six weeks before NCE gains access to these funds, because we must follow this process:

- First, we must wait until the beginning of the next month to receive the statement from the credit card company.
- We then send it to the NPS accounting department for approval.
- It then goes to the City Treasurer's office, which takes at least two weeks to identify and verify that the funds are actually in the City's general fund before releasing the funds to NCE.

When NCE was Community Schools, it received interest on its cash reserves. David Wilkinson has informed me that it would be quite complex to enable NCE to have more prompt access to these funds, but that your authorization would enable him to at least credit investment income on these funds to NCE.

Thank you in advance for your consideration of this matter.

Sincerely,

Ed Hauben

CITY CLERK NEWTON, MA. 02159

C 23 PM 12: 35

COMPTROLLER'S OFFICE CITY OF NEWTON, MASSACHUSETTS

dwilkinson@newtonma.gov (617) 796-1305

January 29, 2010

TO: Finance Committee

Mayor Warren

FROM: David Wilkinson

SUBJECT: Mid Year Revenue Status Report

General Fund

Newton's current year General Fund budget totals \$294.4 million, 78.3% of which is being funded with property taxes; 8.5% with state and federal aid; 7.3% from local non-property tax revenues; 4.3% from fund balances; and 1.6% from transfers from other funds.

At the mid point in the fiscal year \$140.4 million or 47.7% of budgeted revenues and other financing sources have been realized. A total of 49.4% of fiscal year 2009 revenue had been collected at December 31 of the prior year. A schedule summarizing budget to actual experience for the major components of each revenue budget category, for both the current year and the three most recent fiscal years, is included following the narrative portion of this report.

When reviewing revenue budget to actual experience there are two primary risks to be concerned with.

- Will total revenues for the year meet budget expectations for the year?
- Will current year revenues exceed current year expenditures to the extent necessary in order to generate sufficient free cash reserves for fiscal year 2011?

Although there are components of the current year revenue budget that are trending under budget estimates, it appears that total revenues should meet or slightly exceed current year budget estimates.

The question about whether current year budget performance (both revenues and expenditures) will be sufficient to provide Newton with an adequate level of financial reserves for the following year(s) is not an easy one to answer, particularly since it is unclear whether the new City administration will follow the budgeting practices of the prior administration, and due to the fact that the City continues to lack a formal free cash (financial reserve) policy.

Absent any change in practice, Newton needs to generate at least \$5 million in free cash annually to meet following year operating requirements. This is based upon an assumption that at least \$2 million in free cash will be used for funding ongoing budgetary requirements and an additional \$3 million will be needed for funding probable operating needs that have not been provided for in the annual operating budget (principally snow and ice control; public safety overtime; and legal costs).

Without addressing the issues of whether or not \$5 million in free cash (approximately 1.7% of budgeted revenues) is sufficient to meet the range of potential budget risks that are inherent in a budget as large and complex as Newton's and whether this level is sufficient to meet credit rating agency expectations for triple A credits, it remains unclear at this point whether sufficient excess revenues will be generated to meet the City's \$5 million historical free cash target. This will bear close monitoring in the months ahead.

Property taxes: The current year budget assumes the collection of \$230.5 million in real and personal property taxes (gross tax levy of \$233.3 million less a \$2.8 million allowance for abatements and exemptions). At the mid point in the year, \$116.5 million or 50.6% of the budget estimate had been realized, putting the City slightly ahead of prior year experience. It must be noted, however, that \$2.2 million of the year to date collections represent unbudgeted prior year personal property taxes collected from wireless communications providers as a result of an August 2009 Appellate Tax Board decision regarding valuation of wireless assets. All things being equal, this unbudgeted revenue will become free cash at June 30, 2010.

At December 31, 2009 \$3.0 million (54%) of the current year personal property tax levy had yet to be collected and \$115.7 million (51%) of the current year real estate tax was outstanding. Prior year uncollected personal property taxes amounted to slightly in excess of \$300,000 and prior year uncollected real estate taxes, including \$3.2 million in tax title accounts, totaled \$5.5 million. At this same time last year, total unpaid prior year real estate taxes amounted to \$4.5 million, of which tax title accounts represented \$1.8 million. A total of \$1.8 million in additional unpaid prior year real estate taxes have been formally deferred by Newton taxpayers under the statutory tax deferral program administered by the Board of Assessors.

State and federal aid: State "cherry sheet aid," principally Chapter 70 school aid and Unrestricted general government aid represent 79% of budgeted General Fund state and federal aid. The City has received 50% of planned "cherry sheet" aid for the year. Subsequent to December 31 the City received state reimbursement for the police career incentive pay program (Quinn bill) in an amount equal to 8.6% of prior year program expenditures. Up until the change in program funding at the state level, Newton received reimbursement of approximately 50% of program costs.

School building assistance aid represents the bulk of the remaining state and federal aid. Newton is scheduled to receive the remaining \$4.1 million in Massachusetts School Building Assistance Authority reimbursements receivable for pre MSBA projects during fiscal year 2010. A total of \$1.4 million of this sum has been received to date and the

balance is scheduled for payment in the third and forth quarters of the fiscal year. Additionally, an \$881,707 school building assistance reimbursement for final costs associated with the completed Newton South High School renovations was received during the summer of 2009. In accordance with state requirements for the use of such reimbursements after all financing for a project has been completed, the \$881,707 must be reserved for future project debt service requirements over the life of the Newton South High School renovation debt.

Special education federal Medicaid reimbursements and Medicare part D retiree health benefit reimbursements are in line with budget estimates. The special education Medicaid reimbursement revenue of \$88,006 represents one quarter of collected revenue and a second quarter of \$162,434 has been recorded as a receivable on the City's books. The \$244,303 in Medicare part D reimbursement revenue represents reimbursements for the first four moths of the current year and a receivable for \$175,459 has been recorded for the months of November and December.

Motor vehicle excise taxes: Motor vehicle excise taxes represent the largest single source of local non property tax revenues (just under 50%). The current year motor vehicle excise tax revenue estimate is \$10.2 million – identical to the amount collected in the fiscal year ended June 30, 2009, but slightly less than the \$10.8 million average annual collections for the prior five year period. Motor vehicle excise taxes are billed at \$25 per \$1,000 of vehicle valuation and vehicle valuations are determined by the Commonwealth of Massachusetts Registry of Motor Vehicles.

During the first six months of the current year, \$1.2 million in motor excise taxes were billed (compared to \$1.6 million for this same period last year). A total of \$1 million or 10.2% of the budget estimate was collected during the first six months of the current year, which is about \$150,000 less than prior year December 31 collection experience. Newton expects to bill \$7.4 million in fiscal year 2010 taxes in mid February, which is slightly less than the amount billed at this time last year.

Uncollected motor vehicle excise taxes at December 31, 2009 totaled \$1.5 million – almost identical to the December 31, 2008 receivable, however, 71% of the receivable represents taxes that have been outstanding for more than three years and whose collection is therefore doubtful.

Absent significant growth in current year excise tax billings between now and June 30 it seems likely that current year revenues from this source will fall approximately \$500,000 below the current year revenue estimate.

Licenses and permits: License and permit revenues are the second largest single source of local non property tax revenues (behind motor excise taxes). Inspectional services department permits account for approximately 80% of these revenues. In recognition of a rather dramatic reduction in inspectional services permit revenue during fiscal year 2009 and for the first quarter of the current year, the current year budget estimate for these revenues was reduced by \$1 million (25%) from fiscal year 2009 actual experience at the

time that the current year tax rate was set. Although year to date actual revenues are below prior year experience at this point in the fiscal year, they are in line with the reduced budget estimate and if trends continue will likely generate a surplus in the range of \$500,000 to \$900,000. All will depend upon inspectional services permit activity during the second half of the fiscal year, however.

Interest and penalties on delinquent taxes: The current year estimate for this source is \$1 million - \$200,000 less than last year's actual collections but in line with the five year average collection experience. Year to date revenues are lagging approximately \$100,000 behind budget estimates because of limited collections of delinquent prior year real estate taxes, most notably properties in tax title status. During the first six months of fiscal year 2009 a total of \$239,037 in interest and penalties on tax title properties were collected as the properties came out of tax title status. For the same period this year only \$26,323 has been collected from this source.

In lieu of tax payments: PILOT revenues are in line with budget. Boston College's \$100,000 annual contribution was made on schedule in December and 50% of the Stone Institute agreement payment has been made. The only variable that is likely to impact this revenue source is a possible advance payment of \$2.5 million from New Falls Associates if a recommended revision of the existing 121A agreement is approved and project refinancing takes place during the current fiscal year. If the \$2.5 million advance payment is received in the current fiscal year it will become a part of the City's June 30, 2010 free cash.

Hotel room occupancy tax: \$603,400 or 51.5% of the current year revenue estimate has been realized to date. This is below the 60% collection experience of recent years. These taxes are collected by the Massachusetts Department of Revenue and remitted to the City quarterly. Second quarter collections, reflecting the City's decision to increase the tax to 6% effective October 1, 2009, amounted to \$343,885 – 3% greater than second quarter fiscal year 2009 collections, when the tax rate was 4%. It appears that even with the rate increase for the final three quarters of the year, collections may fall slightly below the budget estimate.

Meals tax: The City imposed the meals tax effective January 1, 2010 so revenue from this source will not appear until March 31, 2010.

Charges for service: Overall these revenues are in line with budget estimates.

Fines and forfeitures: Strong collections from parking violation fines have put these revenues slightly ahead of budget estimates.

Investment income: The current year investment income revenue estimate is \$1 million -42% of actual fiscal year 2009 revenues and 26% of the average income generated from this source for the three prior fiscal years. Short term investment rates averaged approximately one half of one percent for the first six months of the current year,

compared with 2.7% for the first half of fiscal year 2009 and 1.9% for all of 2009. At December 31, 2009 the benchmark short term rate was 0.36%. Investment income earnings for the first half of the year were \$553,524 – 55.35% of the budget estimate. The current budget estimate should be sustainable for the year.

Transfer from other funds: Budget financing in this category represents resources from other funds that are used to support General Fund activities. All budgeted transfers, except for those anticipated from the Community Preservation Fund, have been recorded at December 31, 2009. With the exception of resources transferred annually from the Sewer Fund for administrative overhead purposes, resources are currently available in all other funds to duplicate the level of General Funds support in fiscal year 2011.

Fund balances: Resources budgeted in this category represent prior year revenues that are being used to fund continued appropriations from the prior year (\$4.3 million); free cash used to support the budget (\$7 million); overlay surplus used to support the budget (\$1.2 million); and an appropriation of from the final Massachusetts School Building Authority reimbursement on the South High School renovation project for current year debt service financing. Since such funds can not be appropriated unless they are available, the only budgeting risk associated with these financing sources is that an equal amount may not be available to support the following year's budget.

At December 31, 2009 the City had \$4.7 million in certified free cash and \$540,624 in unobligated overlay surplus available for appropriation. Tax abatement/exemption reserves in the amount of \$9.1 million (\$2.5 million for the current year and \$6.6 million for prior years) were also on hand to meet outstanding property tax abatement exposure.

Community Preservation Act (CPA) Fund

The fiscal year 2010 Community Preservation fund budget totals \$8.3 million, including \$5.2 million in continuing appropriations from prior years. Excluding the \$5.2 million in continuing appropriations that are being financed with prior year revenues the CPA budget is being financed as follows: property tax surcharges -72.9%; state matching funds -24.5%; and investment income -2.6%.

At the mid point in the fiscal year \$1.9 million in current year revenue (62% of the budget estimate) had been realized. Total revenues are in line with budget estimates.

Stormwater Management Fund

The fiscal year 2010 Stormwater Management fund budget totals \$1 million, of which \$322,514 represents continuing appropriations from prior fiscal years being funded with prior year revenues. A total of \$324,338 in current year revenue had been collected at December 31 against the current year revenue budget estimate of \$700,000. This compares favorably to the prior year when \$257,869 in revenue had been realized against a budget estimate of \$691,018.

During the month of December, \$27,798 in delinquent fund user charges were reclassified to lien status.

A total of \$358,965 in fund balance is available for appropriation in this fund.

Water Fund

The current year Water fund budget totals \$17.6 million, of which \$15.5 million (88%) is being funded with water rate revenue and the \$2.1 million (12%) is being financed with fund balance. A total of \$6.1 million in fund revenue had been realized at the mid point in the fiscal year. This represents 39.4% of the revenue estimate for the year and is in line with both the budget and prior year collection trends (note – utility fund revenues are accounted for on the modified accrual basis of accounting, so December 31 revenue represents only four months of experience).

During the first six months of the current year a total of \$800,814 or 8.9% of billed water was abated. This compares favorably to the experience of the first six months of the prior fiscal year when \$2.3 million or 22.8% of billed water was abated.

A total of \$606,146 in delinquent fund user charges were reclassified to lien status during December.

A total of \$1.7 million in water surplus remains available for appropriation.

Sanitary Sewer Fund

The Sanitary Sewer fund budget for the current year totals \$25.6 million, of which \$24.7 million or 96.5% is being financed with sewer rate revenue.

During the first half of the fiscal year a total of \$8.2 million (33% of the revenue estimate for the year) was realized. Based upon historical collection trends this level of collections would be expected to translate into a \$3.1 million revenue deficit for the year, however, year to date collection experience does not reflect the 21.7% sewer rate increase approved by the Mayor and Board of Aldermen for the January 1 – June 30, 2010 period. The impact of the rate increase will likely begin to be seen in revenue collections beginning in February or March.

During the first six months of fiscal year 2010, 8.4% of billed sewer service charges were abated. This compares favorably to the prior year when 19.3% of billed sewer services were abated.

A total of \$912,946 in delinquent sewer use charges were reclassified to lien status during December.

There is no sewer surplus available to meet extraordinary and unforeseen Sewer Fund revenue or expenditure needs. Any such needs that can't be funded with intra-fund transfers will require a General Fund subsidy. The City does not have a financial reserve policy for any of the utility funds.

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CITY OF NEWTON, MASSACHUSETTS

GENERAL FUND

COMPARATIVE REVENUE BUDGET TO ACTUAL SCHEDULE

July 1, 2009 - December 31, 2009

(with comparative totals for the first six months of the three previous fiscal years)

Real estate and personal property taxes: Current Year Taxes Property Taxes Prior Year Taxes

Motor Excise Taxes:

Current Year Motor Vehicle Excise Tax Prior Year Motor Vehicle Excise Tax Boat Excise Tax

Motor Excise Taxes

Penalties and interest on taxes:

121A Supplemental In Lieu of Tax Payments Pro forma In Lieu of Tax Payments In Lieu of Tax Payments 121A Urban Excise Taxes In Lieu of Tax Payments: Boston College Stone Institute

Hotel Room Occupancy Tax

Private Duty Detail Surcharges Municipal Lien Certificates Rental of City Property Charges for Service: School Tuitions Fire Alarm Fees Recreation Meals Tax City Clerk

Charges for Service Fines & Forfeitures:

All Other Fees

Parking Violation Fines Court Fines

	July 1, 2009 - D Actual	July 1, 2009 - December 31, 2009 Actual Revenue		July 1 - December 31, 2008	% Total	July 1- December 31, 2007	% Total	July 1 - December 31, 2006	% Total
	Amended Budget	YTD Revenue	% Budget	Revenue	Annual	Revenue	Annual	Revenue	Annual
\$ ≎	718,446 \$	114,172,828 \$ 2,344,820		110,137,051	49.48%	105,747,408		101,371,458	
	230,471,465	116,517,648	50.56%	111,395,336	49.56%	107,251,747	49.83%	102,073,631	49.27%
		,		,		,		,	
	, 1	1,045,019		1,196,205	83.94%	1,210,551		1,200,828	
1 1	10,239,711	1,048,896	10.24%	1,196,239	11.68%	1,215,801	11.04%	1,205,163	11.22%
	1,000,000	417,818	41.78%	672,071	55.79%	576,438	54.62%	476,369	45.71%
	100,000	100,000		100,000		100,000		100,000	
	30,000	18,103		17,661		34,461		16,810	
	110,000	7 1		53,254		75.1			
		,		1		1		5,174	
I I	365,000	118,105	32.36%	170,915	34.94%	134,613	37.50%	121,984	29.62%
	1,171,341	603,400	51.51%	661,695	59.71%	617,919	55.99%	668,721	58.72%
	606,337	ı	0.00%	1	0.00%	1	0.00%	1	
	150,000	12,987	%99.8	16,961		15,084		3,876	
	125,000	82,303	65.84%	57,664		63,367		66,955	
	140,000	64,173	45.84%	59,744		65,279		66,875	
	100,000	70,200	70.20%	45,136		53,050		59,300	
	215,500	122,386	56.79%	157,007		150,718		146,967	
	185,000	32,450	17.54%	25,050		68,350		46,221	
	500,000	260,608	52.12%	226,461		313,531		269,146	
I	120,000	62,400	52.00%	61,792		01,/2/		28,462	:
l	1,535,500	707,507	46.08%	649,815	41.47%	791,106	46.98%	717,802	47.61%
	110,000	85,085	77.35%	67,195		95,885		120,065	
	1,820,000	856,171	47.04%	805,813		702,641		673,477	

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CITY OF NEWTON, MASSACHUSETTS GENERAL FUND COMPARATIVE REVENUE BUDGET TO ACTUAL SCHEDULE

July 1, 2009 - December 31, 2009 (with comparative totals for the first six months of the three previous fiscal years)

	July 1, 2009 -	July 1, 2009 - December 31, 2009		July 1 -	% Total	July 1- December 31, 2007	% F	July 1 - December 31, 2006	% T
Library Fines All Other Fines. Forfeitures & Restitution	Amended Budget 100,000	YTD Revenue 57,477	% Budget 57.48%	Revenue 56,960 3.575	Annual	Revenue 53,582 11.920	Annual	Revenue 72,249 1.958	Annual
Fines & Forfeitures	2,030,000	1,010,066	49.76%	933,543	47.28%	864,028	46.00%	867,749	47.53%
Licenses & Permits: Inspectional Services Department Public Health Department License Commission Fire Department All Other	2,449,845 97,000 322,000 162,000 119,000	1,533,156 71,640 271,315 97,800 96,729	62.58% 73.86% 84.26% 60.37% 81.28%	1,903,254 77,630 275,720 97,470 68,823		1,967,289 84,045 260,080 89,885 89,665		2,231,997 84,150 253,220 86,260 76,144	
Licenses & Permits	3,149,845	2,070,640	65.74%	2,422,897	57.82%	2,490,964	%98.09	2,731,771	50.86%
Investment Income	1,000,000	553,524	55.35%	1,278,015	52.66%	2,259,259	56.82%	1,981,891	44.64%
Special Assessments	100,000	15,453	15.45%	16,951	16.48%	26,586	28.81%	80,237	41.91%
Miscellaneous Local Revenue	235,804	195,102	82.74%	667,609	29.21%	858,082	68.52%	3,166,405	94.90%
Intergovernmental: State "Cherry Sheet" Aid State School Building Assistance Reimbursements SPED Medicaid Reimbursements Medicare Part D Reimbursement Non Contrib. Retirement COLA Reimbursement Other State and federal reimbursements Intergovernmental Total Revenue Transfers from Other Funds: Parking Meter Receipts Reserved Water Fund Sewer Fund Sewer Fund Sale of Recyclable Materials Receipts Reserved Special Permit Receipts Reserved BAA Marathon Receipts Reserved CATV Access Fees Receipts Reserved Sale of Surplus Property Reserved	19,911,890 4,060,285 400,000 800,000 81,172 25,213,347 277,118,350 1,000,000 550,475 825,712 470,000 64,620 55,000 100,000	9,811,728 2,296,340 88,006 244,303 23,578 16,397 12,480,352 135,738,511 135,738,511 470,000 550,475 825,712 470,000 64,620 55,000	49.28% 56.56% 22.00% 30.54% 0.00% 39.83% 49.50% 48.98%	11,033,058 4,491,294 96,910 214,125 28,019 21,529 11,584,935 135,950,021 1,100,000 564,890 847,335 640,000 110,925 25,000	59.54% 49.07%	10,180,022 4,383,012 53,520 323,965 31,311 2,289 114,974,119 1,000,000 505,987 758,981 300,000	48.52%	9,282,319 1,931,424 605,806 226 11,819,775 125,911,498 852,832 497,532 731,299 300,000 25,000 100,000	51.22%

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CITY OF NEWTON, MASSACHUSETTS

GENERAL FUND

COMPARATIVE REVENUE BUDGET TO ACTUAL SCHEDULE

(with comparative totals for the first six months of the three previous fiscal years) July 1, 2009 - December 31, 2009

	T-1 1 2000	I-1-1 2000 December 21 2000		11.	/0	1.1.1	ò	F17	è
	Juny 1, 2009 - Actu	Actual Revenue		Juny 1 - December 31, 2008	% Total	Juny 1- December 31, 2007	% Total	July 1 - December 31, 2006	70 Tota
	Amended Budget	YTD Revenue	% Budget	Revenue	Annual	Revenue	Annual	Revenue	Annu
	24,300	24,300		•		43,123		•	
	201,497	201,497				124,106		•	
		•		•		•		2,213	
	1	•		1		•		75,000	
	,	•		•		000,006		•	
	26,000	•		2,982		1		1	
	,	•		ı				1	
						1		35,848	
	277,582	277,582		277,582		277,582		277,582	
	1,063,803	1,063,803		2,421,760		- 76,700		57,249	
	4,658,989	4,632,989	99.44%	6,005,474 94.10%	94.10%	3,276,479 90.66%	%99.06	2,954,555	96.44
	281,777,339	140,371,500	49.82%	141,955,495	50.09%	135,337,141 49.07%	49.07%	128,866,053	48.94
	12,599,903	•	0.00%	ı		1			
€9	294.377.242 \$	140,371,500	47.68%	141.955.495 49.37%	49.37%	135.337.141 49.07%	49.07%	128.866.053 48.94	48.94
				, ,		, ,		, ,	

Insurance Damage Recovery Receipts Reserved

Inclusionary Zoning Receipts Reserved E-Rate Receipts Reserved NCGF Golf Day Receipts Reserved Development Mitigation Receipts Reserved Community Preservation Fund

Municipal Building Self Insurance

Federal Grant Fund State Grant Fund

Fund Balance (Free Cash/Overlay Surplus)

TOTAL GENERAL FUND

Total Revenues & Interfund Transfers

Transfers from Other Funds

Capital Stabilization Fund Liability Self Insurance

	July 1, 2009 -	July 1, 2009 - December 31, 2009		July 1 -	%	July 1-	%	July 1 -	%
	Actu	Actual Revenue		December 31, 2008	Total	December 31, 2007	Total	December 31, 2006	Total
Am	Amended Budget	YTD Revenue	% Budget	Revenue	Annual	Revenue	Annual	Revenue	Annual
	24,300	24,300		•		43,123		•	
	201,497	201,497		•		124,106		•	
		•		•		•		2,213	
	1	•		•		1		75,000	
	ı			•		000,006		1	
	26,000			2,982		1		1	
				1				•	
	,	•		•		•		35,848	
	277,582	277,582		277,582		277,582		277,582	
	1,063,803	1,063,803		2,421,760		002'92		57.249	
	4,658,989	4,632,989	99.44%	6,005,474	94.10%	3,276,479	%99.06	2,954,555	96.44%
	281,777,339	140,371,500	49.82%	141,955,495 50.09%	50.09%	135,337,141 49.07%	49.07%	128,866,053	48.94%
	12,599,903		0.00%	ı		1		1	
\$	294,377,242 \$	140,371,500	47.68%	141,955,495 49.37%	49.37%	135,337,141 49.07%	49.07%	128,866,053 48.94%	48.94%